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WORKING TOGETHER

RURAL COMMUNITIES AND THE FOREST SERVICE



United States
Department of
Agriculture

Forest
Service

PA-1515

Succeeding in Rural America



You are the mayor, the forest ranger, the county commissioner. You live in a small town in Arkansas, Idaho, Vermont, Alaska, or New Mexico. Your town or county is reeling from hard economic times. You need ideas, expertise, money.

You would like to get some help, or pitch in and help. You have heard about "Rural Community Assistance" but you are not sure how the Forest Service fits in or how you can be involved.

We want you to know that we are the Forest Service, a player for Team USDA, and we, like other agencies in the U.S. Department of Agriculture, are investing in America's future. We are investing in *you*.

Through "Rural Community Assistance," a family of programs targeted to meet your needs, we are focusing on strengthening rural communities by helping you capitalize on your potential to diversify and expand your economy using your natural resources in new ways.

Rural Development

This program addresses the long-term health and vitality of rural areas. Based on using natural resources to improve the quality of life, this is a grant program that provides matching funds for local projects that promise to stimulate improvements in the economic or social well-being of communities.

Economic Recovery

You may have heard about this program that originated in the 1990 Farm Bill, Title 23, Subtitle G, Chapter 2. Technical and financial assistance is provided to eligible natural resource-dependent rural communities, located in or near national forest lands, that have become economically stressed due to public land management decisions or policy changes. We help you to organize, plan, and implement

natural resource-based projects contained in local action plans that you develop.

Economic Diversification Studies

Funding is provided to help communities develop alternative economic opportunities. If your community or region is largely economically dependent on forest resource activities and programs, we help you define, plan, and conduct studies about what you can do to diversify your economy.

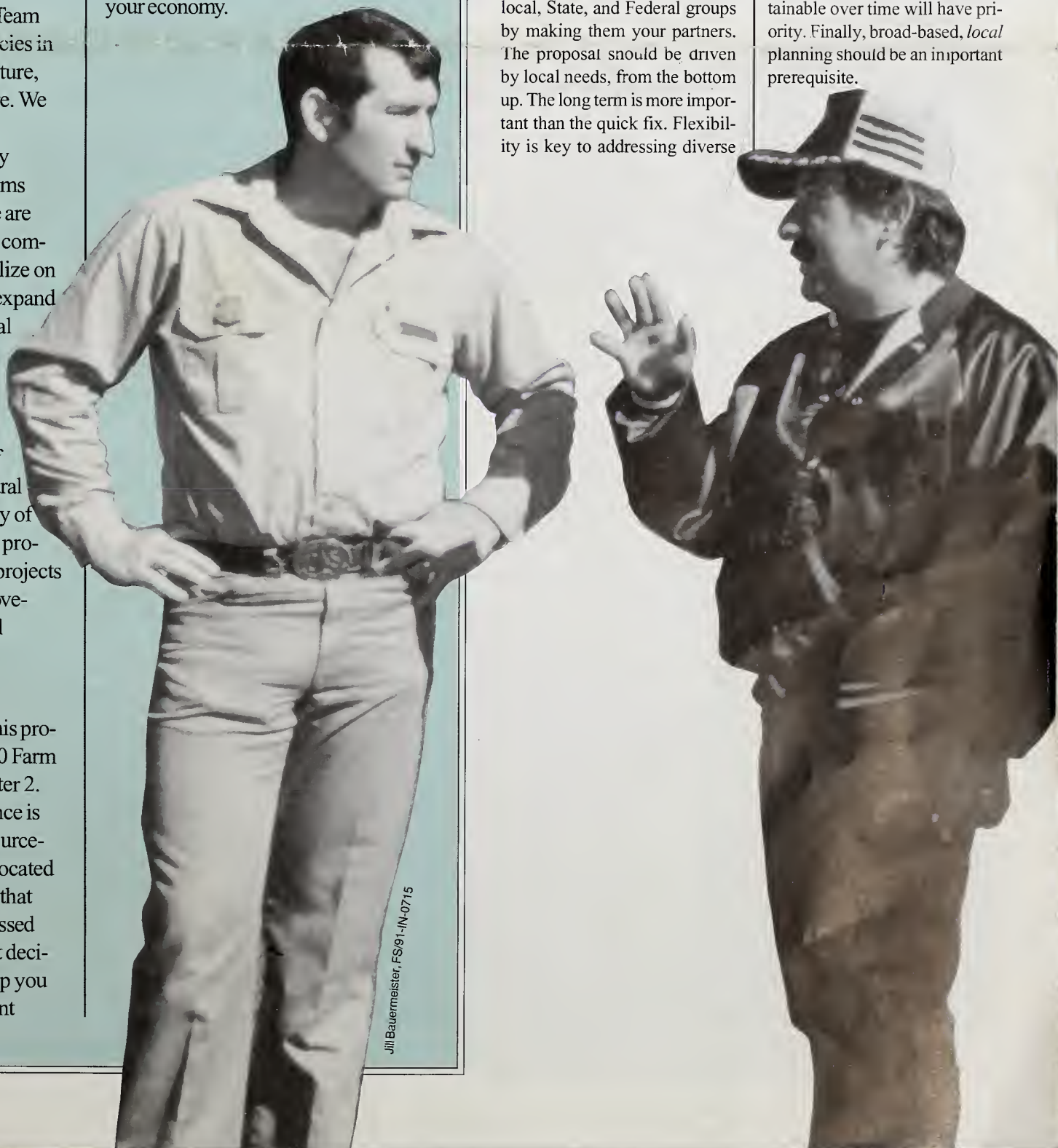
MAKE US A PROPOSAL ...

We're looking for a huge variety of ways to help. Our policy is to count you in, not out. And there are several themes we're looking for in proposals that help guide our efforts to work with you.

We are interested in the whole community, not just the business sector. We're looking for proposals that are community based and community led. The proposal should be part of a comprehensive approach, emphasizing working cooperatively with other local, State, and Federal groups by making them your partners. The proposal should be driven by local needs, from the bottom up. The long term is more important than the quick fix. Flexibility is key to addressing diverse

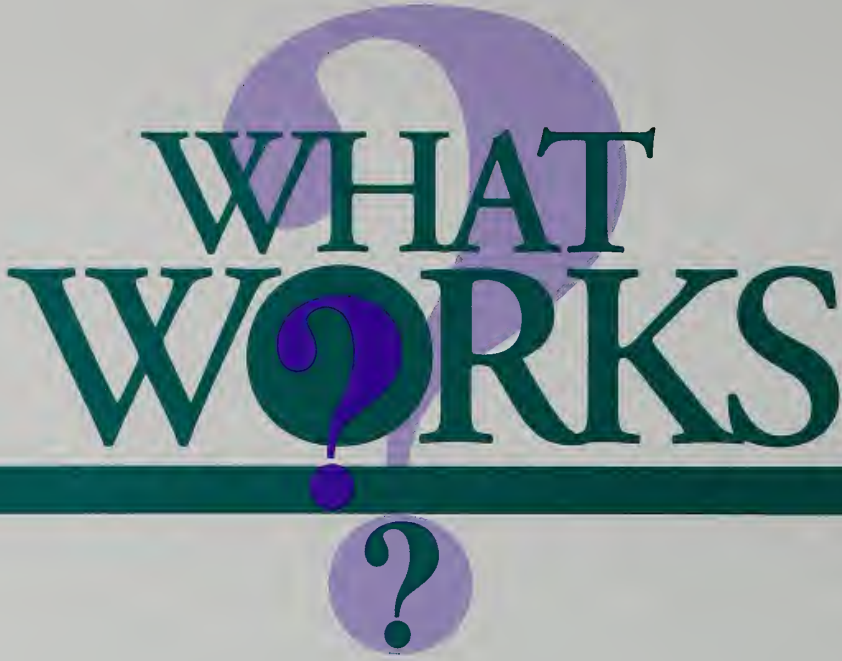
problems, and the proposal should be accomplished through partnerships.

We are looking for opportunities for the Forest Service to help you capitalize on your natural resource-based potential and assets, and an opportunity to strengthen the community's capacity to diversify its economy. Proposals that also address the desired quality of life in a community are more likely to be chosen. Proposals that are sustainable over time will have priority. Finally, broad-based, *local* planning should be an important prerequisite.



Crumbling? Not Kremmling

When the local mill closed down in Kremmling, Colorado, the media thought that this poor little ranching town was going to "bite the dust." But the people of Kremmling fought back fast and hard, and, rather than biting the dust, they created a whirlwind. Kremmling got together a diverse group of people from the local area, county, and State, and had a productive evening of brainstorming. The group developed an *Action Plan* that has been used as a national example, and has taken the town a long way in a short time. Kremmling has raised over \$750,000 in grants and has accomplished a great deal.



What does all this mean? We'd like to illustrate what it all means by talking about what works, who has been successful, and where and what they've done to succeed. Finally, we'd like to tell you whom to call to get the help you need to succeed.

One of Kremmling's first projects was updating its *business and service directory*. The town also undertook a feasibility study to examine its wood

fiber resources and marketability, and to establish three or four small value-added mills in the local area that could all complement one another. Both

of these projects were funded by the Forest Service. In addition to these projects, Kremmling is also in the final stages of building an Assisted Living Center for the elderly, a Log Cabin Museum, a business development center, a new Police Department headquarters, and *more*. Kremmling is an outstanding example of what an inspired community can do.

**Ready to create a breeze?
Contact these individuals:**

Denise Robertson
Middle Park Ranger
District
Forest Service
303-724-9004

Bill Koelm
Town Hall
Kremmling, Colorado
303-724-3249

'S' Marks the Spot

Brand S Lumber, the largest employer in Parks County, Montana, needed a new dimension to complement its dimensional lumber mill. Yellowstone Woodworks was the answer. Producing finger-jointed molding, window, and door frames, this *value-added production* has clinched the survivability of the Brand S mill, and Parks County. Not only are these higher grades of lumber worth more, but the mill can bid more effectively for raw materials. And wood once wasted is put to valuable use.

But there's more....Park County Economic Development Corporation (EDC) obtained a rural development grant from the Forest Service, and it leveraged those dollars to obtain further financing. When the Brand S mill became self-sufficient, the decision was made to recycle the original grant money. Obtaining an 8-to-1 match from the State of Montana, the Park County EDC created a *revolving loan fund*, giving four other enterprising small businesses that extra boost they needed.

A dimension you can handle? Call these people for more specifics:

Steve Kratville
Livingston Ranger District
Forest Service
406-222-1892

Kara Ricketts
Park County Economic Development Corporation
Livingston, Montana
406-222-6120

A Promising Prospect

When it comes to planting trees, it's amazing what a little "seed" money can do. In Prospect, Oregon, \$6,000 was contributed by the Forest Service to the Prospect School District, and partner contributions came to almost \$10,000 in time, labor, and equipment. The district ranger's office offered inspiration to the forestry class at Prospect High School in designing and building a "Stewardship Arboretum." These students didn't want just any arboretum. It had to have four ecotones.

The Stewardship Arboretum is not only a *living laboratory* for students at the Prospect School, it is also a focal point for visitors to the area. Tourists learn and get to understand plant communities and their relationships: names of plants become familiar and tourists are enthusiastic about finding them in their natural environment. The biggest benefit, however, is that the *community pulled together* to make this project a success.

**Sound like an interesting prospect?
Contact:**

Michael Apicello
Malheur National Forest
Forest Service
503-947-2151

Don Alexander
Prospect High School
Prospect, Oregon
503-560-3653

If You Value a Fish

In McCall, Idaho, Valley County Unified Economic Development, Inc., (V.A.L.U.E.D.) has devised a way to attract more tourists to the area through *improved recreational amenities*. V.A.L.U.E.D., a group with 502 (C)(3) status that enables them to seek grants for nonprofit organizations, has been working with the Idaho Department of Commerce, the Idaho Department of Fish and Game, and the Forest Service to develop an Action Plan that included a method of attracting more visitors to Payette Lake.

Fish-rearing net pens were built in McCall and then stocked with plenty of hungry rainbow trout. The fish were fed a special food supplement (to speed their growth) and then released



into Payette Lake. People coming to visit the lake can then cast their line and hook on to a 10- to 12-inch trout. The McCall committee intends to interview the anglers this summer to see if they are enjoying their catch. V.A.L.U.E.D., a group that has brought together four separate organizations from the community, has more plans in progress. It is working on converting a local historical site into a visitor center.

Sound like a good idea to you? Find out more from:

Linda Fitch
McCall Ranger District
Forest Service
208-634-1453



Many rural communities are developing recreation sites to meet diverse needs and to be more competitive in the travel and tourism industry.

A Gem of an Idea

The Idaho Department of Commerce had an idea, and the City of Bovill made it happen. A *Gem County Plan* completed in 1992 identified potential projects for economic diversification. Bovill thought one of these ideas was a real jewel. While working on obtaining a piece of land, Bovill went out for a \$56,000 Economic Recovery Grant from the Forest Service and began to develop a recreational vehicle campground.

City services (such as water) had to be extended to

the campground, followed by the construction of 25 campsites. Campground amenities include showers, laundry services, a convenience store, and a cafe. Local homemade wares will be sold in the future, adding a *cottage industry* to the setting. The recreational vehicle campground opened in August 1993.

A treasure to behold. Give them a ring:

Mary Bowman
Clearwater National Forest
Forest Service
208-883-2301

Diane Becker
City Clerk
City of Bovill, Idaho
208-826-3603



Jill Bauermeister, FS/00-IN-0513

Reserve One for Me

The county seat of Catron County, New Mexico, the community of Reserve was seeing hard times. Declining timber supplies, stumpage fees, and the relocation of local families was hitting Reserve hard. How could the community *teach* the importance of small trees and wood fiber now that most of the larger trees were gone? Start with the *children*, they thought, and that's what they did.

On May 29, 1992, first through third graders from Reserve Elementary School planted

196 conifer seedlings on the Reserve Ranger District Administration Site. Fifth graders lent helping hands, and the teachers took time out of their regular classroom schedules to teach about nontraditional forest uses and community pride. After fertilizing and maintaining these trees, these future high school graduates will reap the benefits of the plantation caretaking by selling these trees for senior class fundraisers. The seedlings were donated by the New Mexico Division of Forestry, and the mulch for planting was donated by Stone Industries. Each year, first graders will plant a new crop of trees.

Having reservations about the growth of your community? Call:

Chris Zimmer
Reserve Ranger District
Forest Service
505-533-6231

Mary Hastings
Reserve School
Reserve, New Mexico
505-533-6243

Parsley, Sage, Rosemary, and Thyme

It was an unusual strategy, and they undertook it with style. Trinity County, California, faced with "extinction" as timber jobs dwindled, decided to fight back in the only way they knew—with herbs. That's right. Herbs.

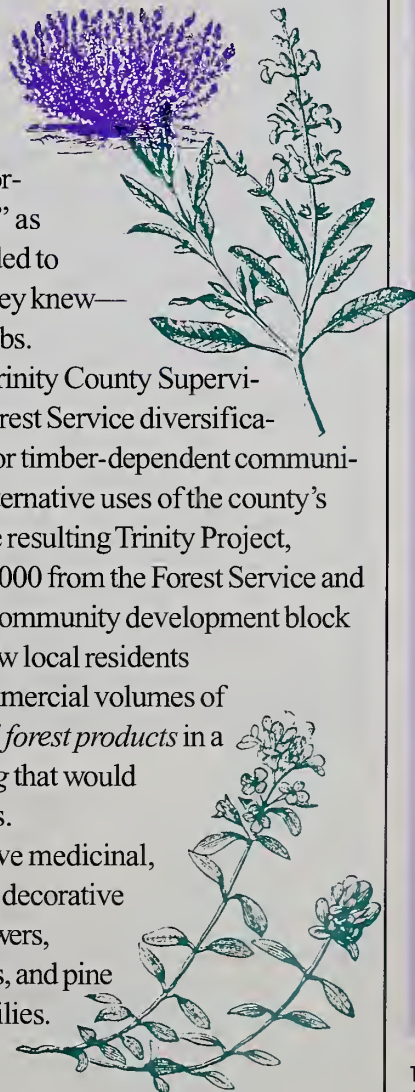
Pat Mortensen, a Trinity County Supervisor, applied for a Forest Service diversification study grant for timber-dependent communities to explore alternative uses of the county's public lands. The resulting Trinity Project, funded with \$38,000 from the Forest Service and \$10,000 from a community development block grant, showed how local residents could create commercial volumes of *herbs and special forest products* in a *cooperative setting* that would return a profit in 3 to 5 years.

Work with plants that have medicinal, culinary, pharmaceutical, or decorative properties such as herbs, flowers, mushrooms, grasses, mosses, and pine cones, now employs 95 families.

Interested? Then call:

John Ronald
Cooperative Forestry
Forest Service
415-705-2587

Jim Curry
Trinity Alps Botanical Coordinator
Hayfork, California
916-628-4208



More Help

Please call your nearest friend in cooperative forestry today for more information about how we can help you face our future together. In the end, we all live here together. And what we're doing, we're doing for our rural communities throughout the country.

USDA Forest Service Rural & Community Assistance Coordinators

Area/Regions

Northeastern Area State & Private Forestry

CT, DE, IL, IN, IA, ME, MD, MA, MI, MN, MO, NH, NJ, NY, OH, PA, RI, VT, WV, WI
Lew McCreery
Morgantown, WV
303-285-1536

Northern Region (Region 1)

MT, Northern ID, ND, Northwestern SD
Dean Graham
Missoula, MT
406-329-3230

Rocky Mountain Region (Region 2)

CO, KS, NE, SD, Eastern WY
Bob Dettmann
Lakewood, CO
303-236-7073

Southwestern Region (Region 3)

AZ, NM
Larry Roybal **Cal Joyner**
Santa Fe, NM Flagstaff, AZ
505-988-6940 602-556-2076

Intermountain Region (Region 4)

Southern ID, NV, UT, Western WY
Wes Harvey
Ogden, UT
801-625-5259

Pacific Southwest Region (Region 5)

CA, HI, Guam, Trust Territories of Pacific Islands
Robert Erwin
San Francisco, CA
415-705-2678

Pacific Northwest Region (Region 6)

OR, WA
Ed Allen or Bill Von Segan
(Alternate: Ken Johnson)
Portland, OR
503-326-2729

Southern Region (Region 8)

AL, AR, FL, GA, KY, LA, MS, NC, OK, SC, TN, TX, VA, Puerto Rico, Virgin Islands
Alan Pigg
Atlanta, GA
404-347-7486

Eastern Region (Region 9)

CT, DE, IL, IN, IA, ME, MD, MA, MI, MN, MO, NH, NJ, NY, OH, PA, RI, VT, WV, WI
George Lundy
Milwaukee, WI
414-297-3631

Alaska Region (Region 10)

AK
Steve Bush
Anchorage, AK
907-271-2577

Washington Office

Washington, DC
Susan Odell
Steve Yaddof
Washington, DC
202-205-1385

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WHAT WORKS

Searching for the Future

Covering an area of 6,000 square miles, the "Cuba Area" of northern New Mexico includes small communities and villages, the Jicarilla Apache Indian Reservation, the Eastern Navajo Indian Nation, and portions of Sandoval, McKinley, and Rio Arriba counties. Communications over such a large land base, with its *great diversity* of cultures and peoples, was difficult, rare, and often controversial. In an effort to develop a long-term economic de-



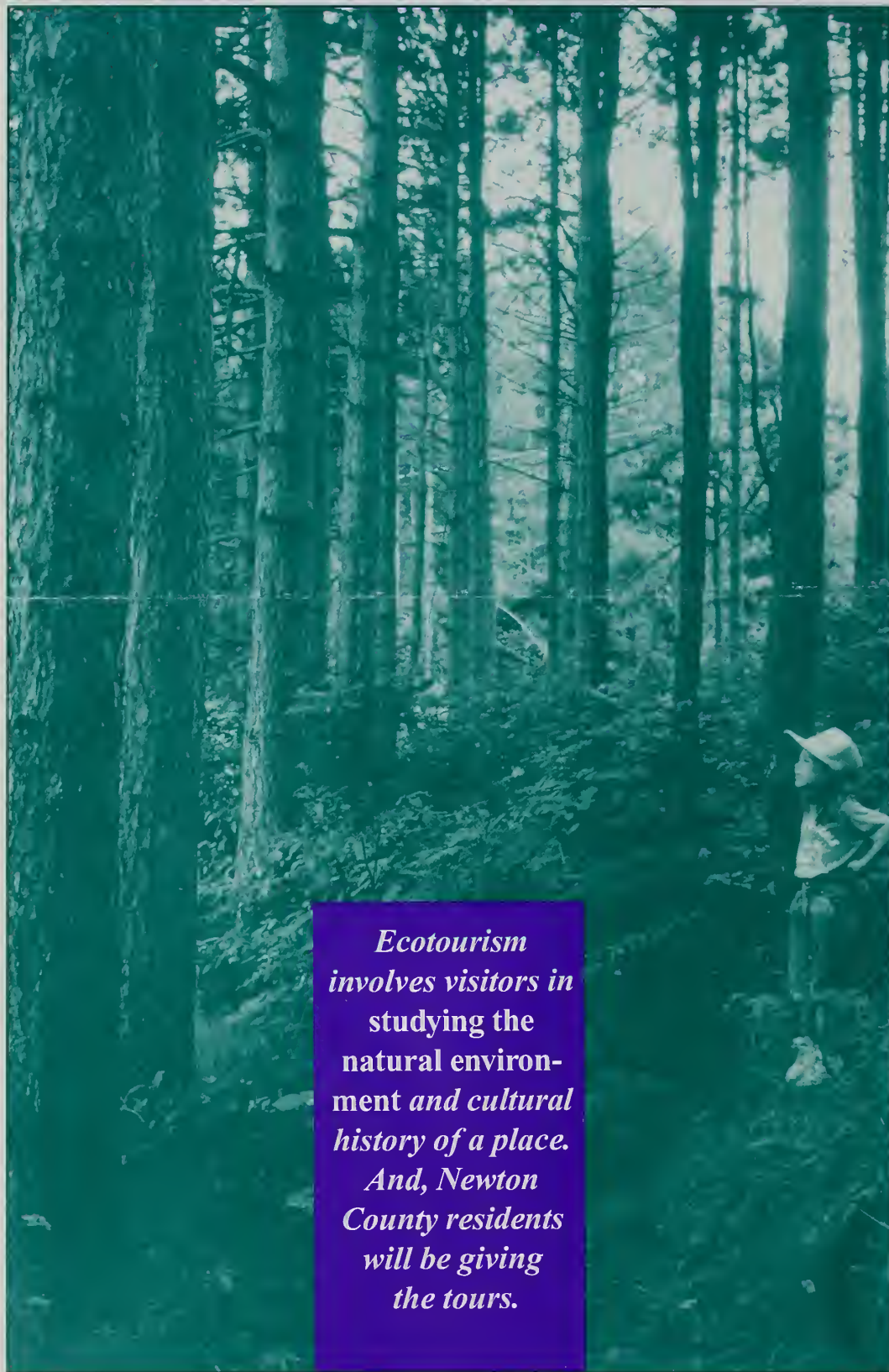
velopment strategy for the Cuba Area, the Cuba Ranger District of the Sante Fe National Forest assisted the Cuba Area in applying for a \$30,000 grant under the Economic Diversification Study Program. Their efforts paid off.

The *Future Search Conference*, a planned and structured process, brought together over 80 stakeholders who together identified commonly held values, skills, and experiences. Focusing on the past, the present, and the future, stakeholder groups came up with both short- and long-term action plans to begin strategically implementing their ideal future. The major success of the Future Search Conference was the bringing together, for the first time, of a large group of diverse people to talk about and cooperatively plan for their future.

Interested in searching for your community's future? Then call:

John Mincks
Cuba Ranger District
Forest Service
505-289-3264

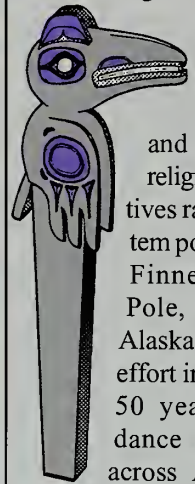
Martha Cordova
Regional Economic
Development Committee
Cuba Area, New Mexico
505-289-3829



Ecotourism involves visitors in studying the natural environment and cultural history of a place. And, Newton County residents will be giving the tours.

Kent Hammond, USDA/00-IN-1849

Raven-Finned Blackfish Pole



In a signal act of fusion between a people and their ancient religion, Alaska Natives raised a new totem pole, the Raven-Finned Blackfish Pole, at Klawock, Alaska, the first such effort in the village in 50 years. Over 17 dance groups from across Alaska and a swarm of visitors, including a National Geographic Society photographer, helped village elders celebrate the restored symbol of past power and future promise.

The Forest Service paid the \$20,000 tab, the Heenya Corporation donated the 40-foot-long, 42-inch-diameter tree, and Mayor Aaron Isaacs and totem carver Israel Shotridge provided the impetus and the art to make it all happen. After all, new totem poles come from trees and trees come from the forest, and Klawock earnestly needed to begin diversifying its fragile economy. The Forest Service was glad to help. The town's *totem park* is an important new focal point for tourism and for the *renewed spiritual life of the community*, both of which combine to make a made-to-order and creative proposal for Rural Community Assistance from the Forest Service.

For more information about Klawock and its partners' efforts, call:

Paul McIntosh
Tongass National Forest
Forest Service
907-271-2577
Aaron Isaacs
Mayor
Klawock, Alaska
907-755-2351

Arkansas Ecotourism

Newton County, Arkansas, is rugged and beautiful Ozark Mountain country that has a rich cultural history ranging from Bluff-dweller Indians to Frank and Jessie James. The economy has long depended on timbering, an industry in decline. Something needed to be done to diversify the economy.

After completing an Economic Diversity Study funded

by the Forest Service, the Newton County Resource Council settled on *ecotourism*. Ecotourism involves visitors in *studying the natural environment* and cultural history of a place. And, Newton County residents will be giving the tours. Who better to lead the tours than local residents, who are naturally knowledgeable about the place, its past, and its people?

The community is busy devising their tours and is very excited. The local Action Team is excited. The Ozark-St. Francis National Forest, the

Chamber of Commerce, VISTA volunteers, and the Ecotourism Society of America are excited about it, too.

Are you excited about it? Find out more from:

Jan Self
Ozark-St. Francis
National Forest
Forest Service
501-446-2228

Fay Knox
Newton County Resource
Council
Jasper, Arkansas
501-446-5898

Hoopa and Humbolt

The Hoopa Valley Indian Reservation wanted to take a look at the feasibility of a hardwood mill on their tribal lands, but they wanted more than just an economic viewpoint. They wanted to know if this type of activity was culturally viable. Would they be able to maintain the *traditional uses* of their mushrooms and woods for their diets and basketry? How could they develop economically and still preserve their spiritual and archaeological sites? Had such a multifaceted study been done before?

With the help of Humbolt



State University and an Economic Diversification Grant from the Forest Service, the Hoopa Valley Indian Reservation is closely examining these issues. The Hoopa Hardwood Study is identifying *culturally appropriate, environmentally safe*, and economically viable opportunities for developing the

reservation's hardwood resources. The development costs and resource requirements are

being determined, and an implementation strategy will be devised as an outcome.

Does your community have a different point of view? To get more information about turning it into action, contact:

Patricia Visser
Six Rivers National Forest
Forest Service
707-574-6233

Dale Rising
Hoopa Valley Tribal Council
Hoopa Valley
916-625-4211

Demonstration, Please

The Winnebago Tribe owns a stretch of Missouri River bottomland. It is currently being used to produce annual crops of corn and soybeans. The tribe wants to look at *alternative uses* for the land that will provide jobs for their people, be more *compatible with their land ethic*, and produce raw

materials for traditional arts and crafts. What was to become of their interests? The outcome took the shape of a Rural Development Agroforestry Assessment and Demonstration Project geared to the development of their community interests.

Working with the Iowa

State University Department of Forestry, the Bureau of Indian Affairs, and various factions of the Forest Service, the project will result in an evaluation of alternative agroforestry systems based on social, economic, and environmental criteria more in tune with the tribe's land-use goals. The university will put together a report that looks at all the pros and cons of the

agroforestry systems, and one Ph.D. will get trained in resource analysis and agroforestry.

Curious about what agroforestry is? Give a call to:

Bill Rietveld
Rocky Mountain Forest & Range Experiment Station
Forest Service
402-437-5178

Ecosystem Park: An Innovative Tourist Attraction

The new town administration in Ranchester, Wyoming, is out to bring a new sense of pride to its community and is not afraid to be truly innovative about it. Heavily dependent on the surrounding forest resources, Ranchester's economic stability was at risk due to a decline in outputs from energy sources, timber, and grazing. Working with the idea of *regional development*, Ranchester decided to investigate the possibilities of an *ecosystem park*.

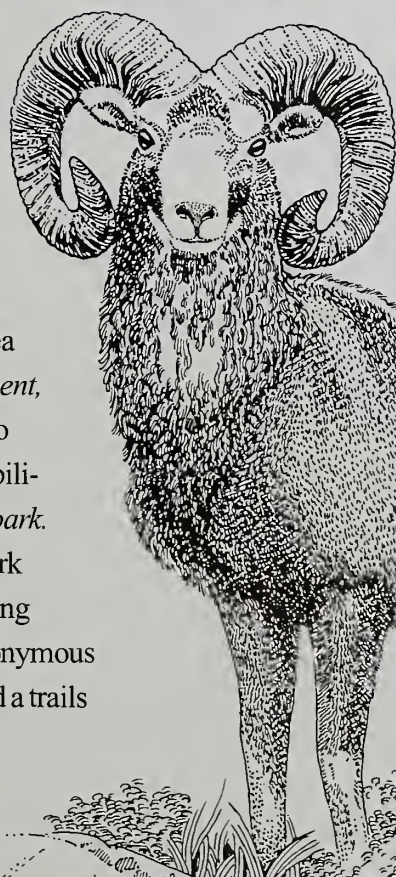
The ecosystem park will consist of a fishing pond given by an anonymous donor, a pavilion, and a trails system that will

connect to a State historic battleground. Artists have been invited to create life-size bronze *sculptures* of animals, people, and plants that make up the ecosystems from the plains to the mountains. The advisory committee has begun the study, and construction of the pavilion started in the summer of 1993.

Interested in more information on ecosystem parks? Then contact these people:

Mary Randolph
Bighorn National Forest
Forest Service
307-674-2664

Brad Lanka
Mayor
Ranchester, Wyoming
307-655-2283



United We Stand

Elkins, West Virginia, was in the midst of change and deeply in need of a unified plan of development. This community of 8,000 was once a thriving rail center with repair shops, two hospitals, a shoe plant, a plywood plant, and a vibrant downtown. Since 1980, the railroad repair shop, the plywood plant, the shoe plant, and one hospital have closed. Elkins residents weren't going to give in to the marketing styles of chain stores located on highways outside downtown Elkins. What did they do? They got organized.

The Randolph County Convention and Visitors Bureau was awarded a grant of \$54,300 through the Forest Service. What did they do with it? Check this out.

A unified plan for the development of a diversified economy in Elkins has been assembled. A wood technology *business incubator* is under construction and initial tenants have been identified. Major improvements are being made at the Rich Mountain Battlefield site, and a master plan linking several Civil War sites in the area is under development. Nearby Davis and Elkins College is renovating two historic mansions and a dormitory on their property to be used as a conference center. *Marketing packages* for tours and events are being cooperatively produced by the partners.

Impressed? To find out more, call:

Frank Koenig
Monongahela
National Forest
Forest Service
304-636-1800

Bill Hartman
President
Randolph County
Convention &
Visitors Bureau
Elkins, West Virginia
304-636-2717

WHAT WORKS



Jump for Jubilation

Jubilee Lake is one of the most popular recreation destinations in the Blue Mountains of eastern Washington and Oregon. People come to Jubilee Lake for camping, fishing, boating, picnicking, swimming, and just plain fun. But for people with physical disabilities it was difficult, if not impossible, to camp, get close enough to the water to fish, board a boat, have a picnic, or even enjoy the view from the lakeshore. The Jubilee Lake Barrier-Free project put an end to these obstacles.

Jubilee Lake was transformed from a limited-use area to a fully functional multi-use recreation site. Campsites were leveled and 35 accessible picnic tables were constructed. The restrooms were remodeled to accommodate wheelchairs, fishing areas were constructed for wheelchair access, and the trail around the lake was reconstructed, in some places even paved. All four trail bridges were replaced by accessible structures, and a barrier-free boat dock was installed. The Forest Service put up \$9,200, but this project could not have happened without the partners, volunteers, and the community. The community and partners contributed \$14,000 in labor and materials. Now Jubilee Lake is justly named.

How can you make a fun place accessible? Call:

Matt Beebe
Walla Walla
Ranger District
Forest Service
509-522-6290



Pining for Ownership

One of the most unstable counties in Nevada, White Pine was having a tough time. Although they had an Overall Economic Development Plan (OEDP), the communities of the county felt no ownership in it. The words were there, yet somehow there was no action...no positive action, anyway. The Town of Ely needed to do something to find out what was going on. With a \$10,000 grant from the Forest Service's Economic Recovery Program and a lot of elbow grease from the community and Ely Ranger District, the mission had begun.

A community survey was done to investigate the attitudes of local residents. Town meetings and picnics were held in the middle of town to get everybody involved. A strategic

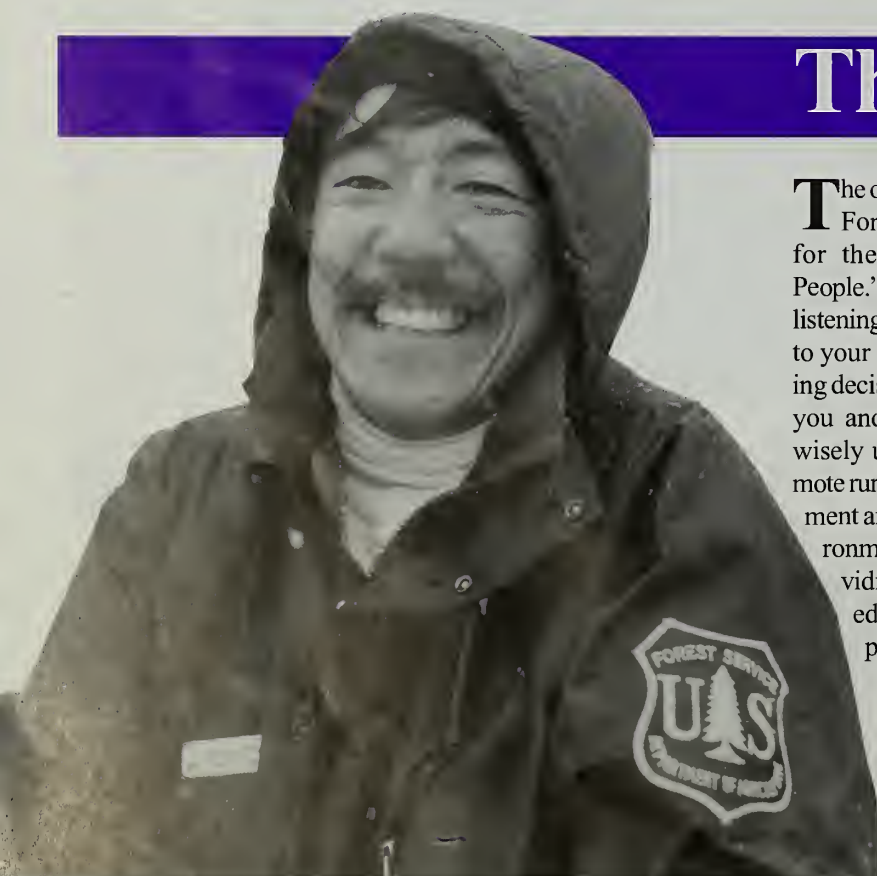
plan was developed to tie in with the OEDP and to get people participating. With the remaining funds, community residents will be attending grant-writing training to go after funds to achieve the community's new goals. Pining for ownership no longer, White Pine County is on the move.

Want to get your community on the move? Get your community talking to:

Toby Rhue
Ely Ranger District
Forest Service
702-289-3031

Karen Rajala
White Pine Economic
Diversification Council
Ely, Nevada
702-289-3065

Thanks for Listening



The overarching intent of the Forest Service is "Caring for the Land and Serving People." Serving people means listening to you and responding to your diverse needs in making decisions. It means helping you and your community to wisely use the forests to promote rural community development and a quality rural environment. It also means providing work, training, and education to the unemployed, underemployed, elderly, youth, and disadvantaged in pursuit of our intentions.

We have long planned for sustaining a steady flow of natural resources for

now and for future generations. We are now focusing on "sustainable development" for people, what Ann Berblinger, Oregon Economic Development Administration, called helping "keep hope alive in rural communities" by helping you replace some of the lost jobs and by supporting and rewarding sound planning and realistic thinking about the future. The principle of sustainable development will shape the next round of forest land management planning into the 21st century.

Finally, you may be overwhelmed by the complexities of what we in the Forest Service call "ecosystem management." What we mean is treating the whole earth as an integrated, complex system and understanding that one action in one place affects other actions and other places in good or bad ways. The trick is to try to understand the consequences of what we do before we do it and plan accordingly. We want you to know there is a human dimension to ecosystem management and we know it. We know that a decision not to cut timber in an area can mean a family will suffer. We know that same decision may also mean a lost and dying family of fish may not face extinction. We promise you that we will not make these decisions lightly, nor will we make them without listening to you first.